

Agency Capacity Evaluation

Agency: Centro Latino de Salud, Educacion y Cultura

Date of Review: August 20, 2014

Evaluation Valid: July 1, 2014-June 30, 2017

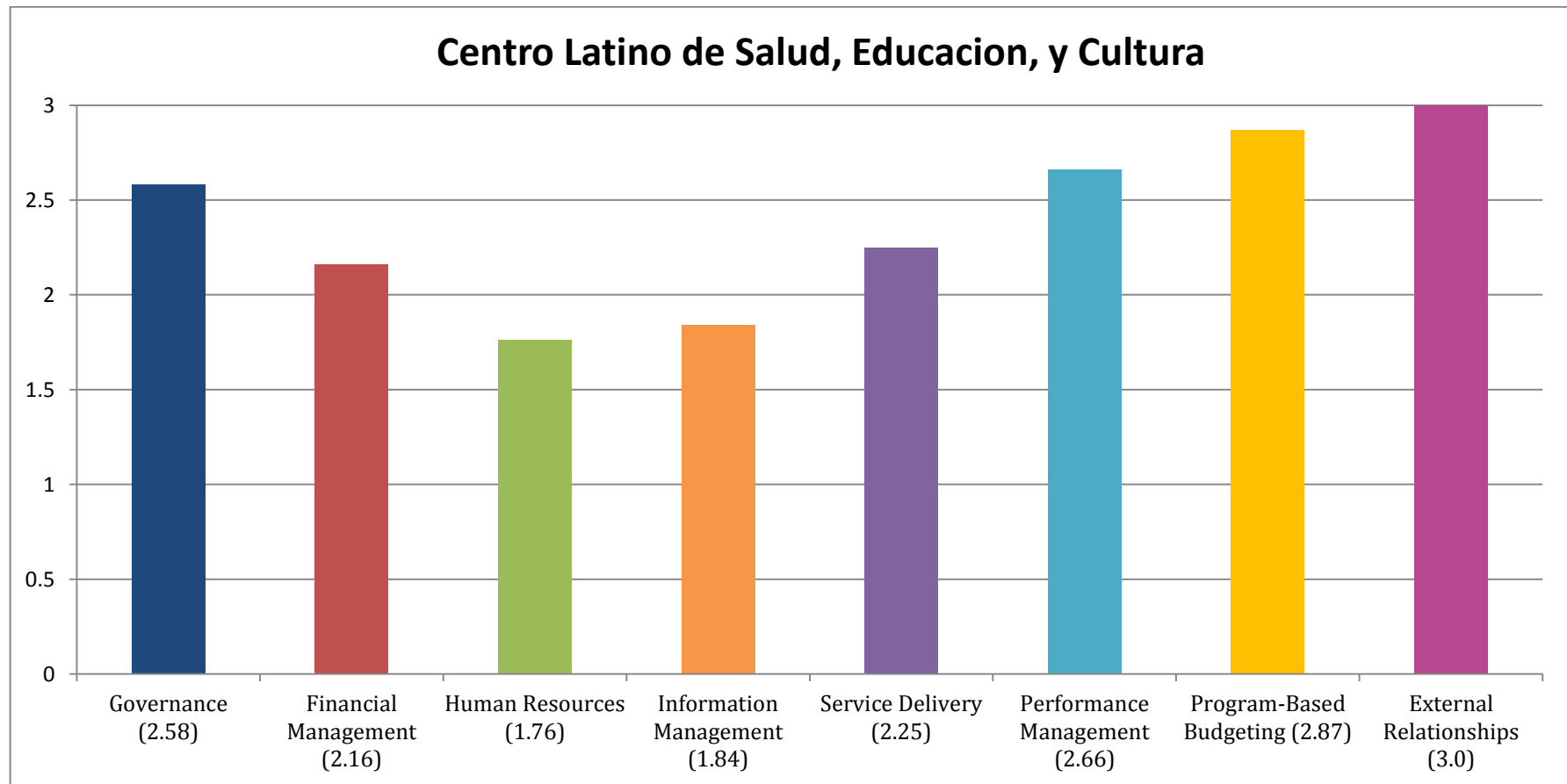
Overall Evaluation Score: 2.38

Scale

3 = High Level of Capacity

2 = Moderate Level of Capacity

1 = Low Level of Capacity



1. Governance: 2.58

	Response	Subheading Score	Category Score
Mission Statement	High- Clear expression of agency's reason for existence		3
Vision Statement	High- Vision translates into a clear set of goals used to direct actions and set priorities		3
Board of Directors			
• Appropriate number of board members	Required to have a min. of 4 and currently have 7 board members	3	
• Average rate	Have had appropriate number for last 3 years	3	
• Terms and term limits	3 year terms, limit of 4 terms	3	
• Reflective of demographic served	Yes	3	
• Role in goal setting and management	Provides strong direction, support and accountability to leadership	3	
• Family/business relationships	Yes – 2 couples on the board of directors	1	
<i>Board of Directors Average Score:</i>		16/6=	2.66
Policies and Practices			
• Conflict of interest policy	Yes – Reviewed by evaluator	3	
• Whistleblower policy	No	1	
• Document retention policy	No	1	
• Business continuity plan	No	1	
• Document meetings and track actions	Yes – Reviewed by evaluator, Date: 8/4/14	3	
• ED hiring process (Review and approval, comparability data, and verification of the deliberation and decision)	No hiring process indicated	1	
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		10/6=	1.66
Governance Capacity Score:		10.32/4=	2.58

2. Financial Management: 2.16

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
• Written financial policies and procedures	No – Contract with an external accountant	1	
• Accountability standards or practices and controls to ensure accuracy	Low - No or very limited financial controls indicated, performance against budget loosely or not monitored	1	
• Accrual basis accounting	No -Cash basis accounting	1	
<i>Policies, Practices, and Procedures Average Score:</i>		3/3=	1.0
Oversight			
• Person responsible for daily fiscal management	Executive Director	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Executive Director	Report	
• Treasurer	Yes- Active Treasurer	3	
• Board oversight	ED sends the Treasurer statements to review before the meeting, Treasurer makes recommendations and presents to the board at monthly meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	Yes	3	
<i>Oversight Average Score:</i>		10/4=	2.5
Insurance			
• Workers' Compensation	Yes	3	
• Business Auto Liability	N/A – no vehicles	N/A	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	N/A – no licensed staff	N/A	
<i>Insurance Average Score:</i>		3/3=	3.0
Financial Management Capacity Score:		6.5/3=	2.16

3. Human Resources: 1.76

	Response	Subheading Score	Category Score
Employment Policies and Practices			
• Written personnel policies	No	1	
• Non-discrimination policy	No	1	
• Affirmative action plan	No	1	
• Workforce reflective of demographic served	Yes	3	
• Labor laws clearly posted	No	1	
• Criminal background checks on employees	No	1	
• Abuse and neglect checks	No	1	
• How often conducted	Not conducted	Report	
<i>Employment Policies and Practices Average Score:</i>		9/7	1.28
Staff Training and Development			
• New employee orientation	No	1	
• Staff development plan	No	1	
• Leadership development plan	No	1	
• Succession plan	No	1	
• License and certification	N/A – no licensed staff	N/A	
<i>Staff Training and Development Average Score:</i>		4/4	1.0
Volunteers			
• Screened and trained	Office of Service Learning supplies volunteers, orientation and training provided by the agency	3	
• How are volunteers utilized	Used as tutors for students, one-to-one ratio of volunteers and students	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		5.28/3=	1.76

4. Information Management: 1.84

		Subheading Score	Category Score
Policies and Procedures			
• Retention and destruction policies	No	1	
• Funder requirements incorporated	No	1	
• Identify the records custodian	Executive Director	Report	
<i>Policies and Procedures Average Score:</i>		2/2=	1.0
Data Management			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	No	Report	
• Inventory of hardware and software	No	Report	
• Disaster readiness or recovery plan	No	Report	
<i>Data Collection Score:</i>	6 of 9 = Moderate		2.0
• Who has access to program data	Executive Director and Coordinators	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Low – The agency does not have systems in place to ensure the validity and reliability of collected data	1	
• Data retained in accordance with policy	No -No policy	1	
<i>Program Data Management Average Score:</i>		8/4=	2.0
Confidentiality			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for:			
○ Employees	Yes – Reviewed by evaluator	3	
○ Volunteers	Yes – Reviewed by evaluator	3	

○ Board members	Yes – Reviewed by evaluator	3	
• How often are they renewed	At employment only	Report	
• Regular trainings	No	1	
• Individual passwords for each computer	No	1	
• Privacy filters for monitors	No	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	No	1	
<i>Confidentiality Average Score:</i>		19/9=	2.11
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	No	Report	
• Upgrades in next two years	Would like to get a new laptop	Report	
• Off-site data storage	No	1	
• Data management software	ODM	Report	
• Network computer system	No	1	
• Network administrator on staff	No	1	
• Network back-up protocol	No	1	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data collection	High	3	
○ Data management	High	3	
○ Data reporting	High	3	
○ Data storage	High	3	
<i>Systems and Infrastructure Average Score:</i>		19/9=	2.11
Information Systems Capacity Score:		9.22/5=	1.84

5. Service Delivery: 2.25

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> Most successful aspect of program(s) 	Improved educational attainment for students in the program, provides an opportunity for service learning participants to work with a different community of students	Report	
<ul style="list-style-type: none"> Barriers 	Limited funding has recently been enhanced by fundraiser dinners from the commercial kitchen	Report	
Infrastructure			
<ul style="list-style-type: none"> Meet current and anticipated needs 	Yes	3	
<ul style="list-style-type: none"> Rate capacity for <ul style="list-style-type: none"> Office building and meeting space Parking Storage 	High High High	3 3 3	
<i>Infrastructure Average Score:</i>		12/4=	3.0
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> ADA compliance and documentation 	Yes- Based on building and City permits	3	
<ul style="list-style-type: none"> Written non-discrimination in public accommodations 	No	1	
<ul style="list-style-type: none"> Fulfill staffing ratios 	None required	N/A	
<ul style="list-style-type: none"> Do you solicit feedback from participants 	No formal process for participant feedback	1	
<ul style="list-style-type: none"> Customer grievance process 	No formal grievance process	1	
<i>Policies, Practices, and Procedure Average Score:</i>		6/4=	1.5
<i>Service Delivery Capacity Score:</i>		4.5/2=	2.25

6. Performance Management: 2.66

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> Barriers and challenges 	None reported	Report	
<ul style="list-style-type: none"> Utilized to guide programming 	Low –Agency does not have a process for collecting and utilizing performance measures to guide programming	1	
<ul style="list-style-type: none"> Consistent with other funders 	Yes	Report	
<ul style="list-style-type: none"> Communicated to board 	Yes	3	
<ul style="list-style-type: none"> Communicated to staff and volunteers 	Yes	3	
<ul style="list-style-type: none"> Rate systems for <ul style="list-style-type: none"> Monitoring performance Reporting performance Utilizing performance for evaluation and planning 	High High High	3 3 3	
Performance Management Capacity Score:		16/6=	2.66

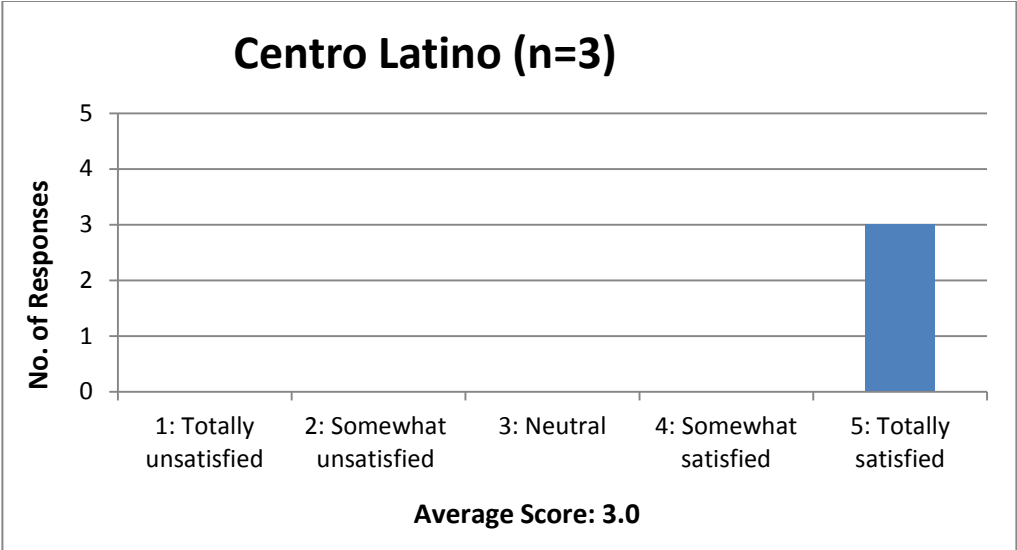
7. Program-Based Budgeting: 2.87

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	Moderate - Agency has a limited system for utilizing information to develop the program budget. No performance data is used for the development of the program budget. Program budgets are managed and attempts are made to adhere to the program budget.	2	
<ul style="list-style-type: none"> Does the process cover projected: <ul style="list-style-type: none"> Ongoing revenues and expenditures Occasional or special revenues and expenditures Capital expenditures 	Yes – all included	3	
<ul style="list-style-type: none"> Board members utilized 	Yes	3	
<ul style="list-style-type: none"> Annual program budgets tied to annual operational plan 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for oversight 	Executive Director and Board of Directors	Report	
<ul style="list-style-type: none"> Rate systems for: <ul style="list-style-type: none"> Developing program budgets Assessing data to recognize trends Working with board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p>	
Program Based-budgeting Capacity Score:		23 /8=	2.87

8. External Relationships: 3.0

	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	High - Agency has built and maintains strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External partner feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	High High See attached	3 3	
<i>External Relationships Capacity Score:</i>		12/4=	3.0

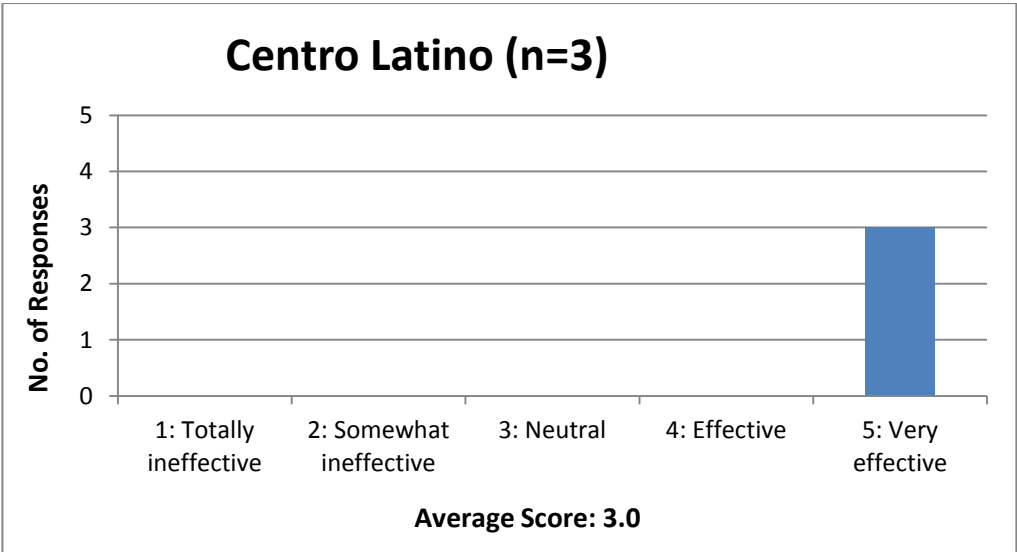
Please rate your overall satisfaction with your partnership with the agency.



Scale

3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



Scale

3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

We have worked in partnership with the Centro for many years. I am always overwhelmed by what they are able to accomplish and the important and far-reaching impact they have in the neighborhood. In addition, the mentorship, support, and leadership opportunities provided for MU service-learning students are stellar. I cannot recommend this organization highly enough.

I think they play a unique and important role in the community. They serve as an important bridge for many organizations and researchers to the Latino community, provide important services to the community and are an important voice that informs policymakers on issues affecting the people they work with.

The Centro Latino has evolved into a community service organization that now goes well beyond its original task of health care referral center serving Spanish-speaking immigrants and workers in Columbia. Now the Center does much more than that, including after-school programs, promoting healthy eating in the overall community, and outreach to African American neighbors, and so on and so forth.